

**THE EFFECT OF WORK SATISFACTION ON ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON WORK DISCIPLINE OF SENIOR HIGH SCHOOL TEACHERS IN ACEH BESAR DISTRICT, ACEH PROVINCE, INDONESIA**

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**ABSTRACT**

This study examines the effect of work satisfaction on organizational commitment and its impact on work discipline. The respondent involved 171 senior high school teachers in Aceh Besar District. The researchers used *path analysis* as the data analysis technique to analyze the effects of direct or indirect relation inter-variables, and used mediation testing to test the mediating effects. From the descriptive analysis result, it was found that work discipline obtained an average value of 3.30 which showed that respondents' response to work discipline is not too good. While work satisfaction got an average value of 4.11, it showed that the respondent's response to work satisfaction is good. Organizational commitment obtained an average value of 3.80 which indicates that respondents' response to organizational commitment is good. According to the results of path analysis; work satisfaction partially had a significant effect on organizational commitment but did not affect work discipline, while organizational commitment partially had a significant effect on work discipline. The mediation test displayed that organizational commitment mediates the effect of work satisfaction on work discipline. The result of this study supported a theory that the more satisfied a teacher is, the more committed and disciplined they are in carrying out their duties. The practical implications of this study are expected to be a consideration for senior high schools' elements in Aceh Besar District.

**Keywords:** Work satisfaction, Organizational commitment, Work discipline.

**INTRODUCTION**

Work satisfaction is one of the most important factors to get optimal work results. There have been many theories about work satisfaction discussed in previous studies. One of the well-known

theories of work satisfaction is the *Two-Factor Theory* by Herzberg (Furnham *et.al*, 2009). It is the theory of work satisfaction which suggests that *satisfaction* and *dissatisfaction* are part of a different group of variables, namely *motivators* and *hygiene factors*. Many impacts will arise if someone is satisfied with where he/she works.

In addition, a study which conducted by Brown and Peterson (on James Boles *et.al*, 2007) highlighted that work satisfaction has a direct relationship with organizational commitment. So, to maintain the employee work commitments, the first thing must do by leaders is pay attention to the employee's work satisfaction. From the results of the initial interviews with 30 participants in the school environment, there was a lot of information about teacher complaints. It can be seen that as many as 57 percent of teachers complained about the not too good working environment, 33 percent thought it was quite well and the remaining 10 percent thought well about the work environment. Beside work environment, another thing that many teachers complained was about compensation; 53 percent of teachers said the compensation is not too good, 27 percent said quite well, and 20 percent said well.

The direct observation result found that even though it had been through a letter of meeting invitation or letter to take part in an activity, not all teachers fulfilling the invitation even seemed reluctant for various reasons or without reason, and also there were those who participated but just fill the attendance list.

The teacher assessments are carried out at the end of the odd semester of the 2017/2018 school year, where those who make the assessment are students. From the results of the teacher assessment conducted by 30 students, there were some interesting things, namely about teacher discipline toward the teaching schedule and the presence of that teacher. 52 percent of students said that the teachers were less disciplined about their teaching schedule, 21 percent answered enough, and while as many as 15 percent of students said good and 12 percent were very good.

With such conditions, it is necessary to do a research about the effect of work satisfaction on organizational commitment and its impact on work discipline toward senior high school teachers in Aceh Besar District.

Based on the background of the problem, the formulation of the problem for this study is as follow:

1. How does the state of work discipline, organizational commitment, and work satisfaction for senior high school teachers in Aceh Besar
2. Does the organizational commitment affect the work discipline of senior high school teachers in Aceh Besar

3. Does the work satisfaction affect organizational commitment to senior high school teachers in Aceh Besar
4. Does the work satisfaction affect work discipline to senior high school teachers in Aceh Besar
5. Does the work satisfaction affect work discipline through organizational commitment on senior high school teachers in Aceh Besar

Furthermore, the objective of conducting this study as follow:

1. To find out and describe the effect of work discipline, organizational commitment, and work satisfaction of senior high school teachers in Aceh Besar
2. To test and analyze whether the work satisfaction has effect on work discipline.
3. To test and analyze whether the work satisfaction has effect on organizational commitment
4. To test and analyze whether the organizational has effect on work discipline
5. To test and analyze whether the work satisfaction has effect on work discipline through organizational commitment.

## **LITTERATURE REVIEW**

### **Work Discipline**

Siagian (2003) stated that discipline is a management action to encourage members of the organization to meet the demands of various provisions that must be adhered to. Simamora (2005) said that discipline is a procedure that corrects or punishes subordinates for violating regulations or procedures. According to Handoko (2010) discipline is a management activity to carry out organizational standards. Rollinson (2000) highlighted that discipline is some action taken against an individual who fails to adjust with organizational rules

### **Organizational Commitment**

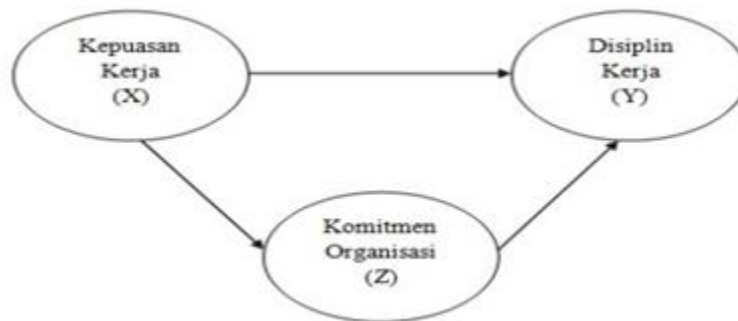
Mottaz (1988) stated that organizational commitment is related to identification. For example, a person's commitment to an organization is an effective response (attitude) that resulted from an evaluation of a work situation that connects or attaches individuals to the organization. According to Darwish A (2000), Organizational commitment is defined as the feeling of the obligation of employees to stay with the organization; this feeling is generated from the pressure of normative internalization given to an individual.

### **Work Satisfaction**

Furnham *et.al* (2009) defined the work satisfaction as the extent to which they feel satisfied with their work. Sopiah (2008) described some definitions of work satisfaction, one of it is work satisfaction constitute a person's emotional response to work situations and conditions. The emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). When emotionally satisfied, work satisfaction is achieved, but if not, it means that the employee is not satisfied.

### **Thinking Framework and Study Conceptual**

The conceptual framework which developed in this study was compiled based on the thought between the affect of work satisfaction (X) on organizational commitment (Z) and its impact on work discipline (Y) senior high school teachers in Aceh Besar District. Based on the description, the conceptual model used in this study can be seen on Figure 2.1 as follows:



**Figure 2.1: Research Conceptual Framework**

Notes: Kepuasan Kerja= Work satisfaction

Disiplin Kerja = work discipline

Komitmen Organisasi = organizational commitment.

### **The Hypothesis employed in the research as follows:**

H1: The effect of work discipline, organizational commitment, and satisfaction work

H2: Work satisfaction has an effect on organizational commitment

H3: The effect of work satisfaction towards work discipline.

H4: The effect of organizational commitment towards work discipline.

H5: Work satisfaction has an effect on work discipline through organizational commitment.

## **RESEARCH METHOD**

### **Scope of Study**

This study took place at senior high school in Aceh Besar District. The reason choose this place as study location in order to know the effect of work satisfaction on organizational commitment and its impact on work discipline of teacher on that school.

### **Data Collection**

Data that collected for this study sourced from:

- 1) Primary data, collected from the main source or respondents' answer through the questions asked that relate to work satisfaction, organizational commitment and work discipline.
- 2) Secondary data, collected from data already available at School.

### **Sample and Population**

The population that became the object of this study was 1038 teachers from senior high school in Aceh Besar District. Researchers used the *Slovin formula* to determine the number of samples (Suliyanto, 2006). By using sampling allowance level of 7%, the number of teachers being minimum sample was 171 respondents.

### **Instrument of Study**

The data was collected by distributing the questionnaire to the teachers. In this study, the researchers used *likert scale* with a value range of 1–5. As explanation; 1- strongly disagree (STS), 2- disagree (TS), 3- quite agree (CS), 4- agree (S), 5- strongly agree (SS).

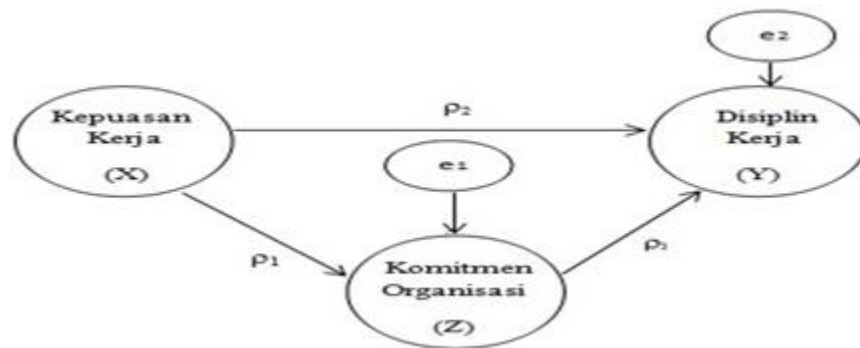
### **Method of Data Analysis**

The researcher used *path analysis* to analyze the relationship the variables. It aims to determine the effect of direct or indirect variables *exogenous* and *endogenous*. The path analysis model is a pattern of causal relations or *assets of hypothesized causal correlation among the variables*, Ridwan and Engkos (2010).

As stated by Sugiyono (2010), in a causal model differentiated between exogenous variables and endogenous variables. Variables in this path analysis, the exogenous variables act as causal variables and endogenous variables as a effect variable.

**Path Analysis Steps**

The steps conducted in path analysis according to Riduwan and Engkos (2010) can be displayed on figure 3.2 as follow:



**Figure 3.2: Path Analysis Model**

Understanding the results of path analysis based on the results of calculations, the researcher can provide information about the effect of work satisfaction on organizational commitment and its impact on work discipline.

**Hypothesis Testing**

Hypothesis testing is used to find out the truth of a temporary guess. The hypothesis is basically interpreted as a temporary answer to the formulation of research problems (Sugiyono, 2017: 159). The definition is for the research hypothesis, while statistically the hypothesis is interpreted as a statement about the state of the population (parameters) which will be tested for validity based on data obtained from research samples (statistics) (Sugiyono, 2017: 160). Therefore, in statistical hypothesis the tested variable is the null hypothesis.

According to Sugiyono (2017: 160), the null hypothesis is a statement that there is no difference between parameters and statistics (sample data). The opposite of the null hypothesis is the alternative hypothesis, which states there are differences in parameters and statistics. The null hypothesis is given a notation  $H_0$ , and the alternative hypothesis is given a notation  $H_a$ .

The rejection and acceptance of hypothesis are very dependent on the results of the investigation towards facts that have been collected. Hypothesis testing between variable X (work satisfaction), Z (organizational commitment), and Y (work discipline); determine a significant level, which is 5% or 0.05 and the numerator free degree (d) = k - 1 and the free degree of denominator (d) = n - k. It aims to discover the regional boundaries of acceptance and rejection of the hypothesis.

**RESULTS AND DISCUSSIONS**

**Descriptive Analysis**

The data description provides an overview or description of the characteristics of the variable data used in the study. The function of data description is to find out the minimum value, maximum value, average value, standard deviation (the level of deviation in the data distribution of each variable), and the amount of data analyzed. The following table 4.1 below shows the value of the descriptive statistics of each variable.

**Table 4.1**

**Tabel Statistik Deskriptif**

	N	Minimum	Maximum	Mean	Std. Deviation
Disiplin Kerja	171	1,83	5,00	3,3078	,62747
Kepuasan Kerja	171	2,63	5,00	4,1123	,42988
Komitmen Organisasi	171	2,60	5,00	3,8029	,47841
Valid N (listwise)	171				

Sumber: Data Primer yang diolah, 2018

Based on the table above it is known that for the work discipline variable has an average value of 3.30 with a minimum value is 1.83 and a maximum is 5, and a standard deviation value about 0.627. The work satisfaction variable has an average value of 4.11 with a minimum value and a maximum respectively of 2.60 and 5, and a standard deviation value of 0.426. For organizational commitment variables has an average value of 3.80 with a minimum and maximum value of 2.60 and 5 respectively, and a standard deviation value of 0.478.

**Data Quality Test Results**

The reliability test results in this study produced *cronbach alpha* values of each variable > 0.60, so that all variables used are declared reliable. The result can be seen as table below:



**Tabel 4.4**  
**Hasil Uji Validitas**

Item Pertanyaan	r-hitung	P-value	Keterangan	Reliabiliti
Y1	0,766	0,000	Valid	0,851
Y2	0,732	0,000	Valid	
Y3	0,693	0,000	Valid	
Y4	0,690	0,000	Valid	
Y5	0,830	0,000	Valid	
Y6	0,820	0,000	Valid	
X1	0,614	0,000	Valid	0,905
X2	0,587	0,000	Valid	
X3	0,604	0,000	Valid	
X4	0,483	0,000	Valid	
X5	0,613	0,000	Valid	
X6	0,520	0,000	Valid	
X7	0,512	0,000	Valid	
X8	0,593	0,000	Valid	
X9	0,729	0,000	Valid	
X10	0,746	0,000	Valid	
X11	0,770	0,000	Valid	
X12	0,575	0,000	Valid	
X13	0,726	0,000	Valid	0,849
X14	0,743	0,000	Valid	
X15	0,774	0,000	Valid	
X16	0,774	0,000	Valid	
Z1	0,440	0,000	Valid	
Z2	0,606	0,000	Valid	
Z3	0,747	0,000	Valid	
Z4	0,689	0,000	Valid	
Z5	0,639	0,000	Valid	
Z6	0,719	0,000	Valid	
Z7	0,734	0,000	Valid	
Z8	0,651	0,000	Valid	
Z9	0,709	0,000	Valid	
Z10	0,660	0,000	Valid	

Sumber: Data Primer yang diolah, 2018

Based on table above, it can be concluded that all statements from each variable are declared valid because they have a positive relationship to the total score of the construct. This positive relationship occurred because each statement has a significance value below alpha 5% and the calculated r value is greater than the r table value.

**Classical Assumption Test Results**



The normality test aims to see whether the residual value is normally distributed or not. A good regression model is a regression model that has a normally distributed residual value. The normality test was carried out by testing *kolmogorov-smirnov*. The results of the *kolmogorov-smirnov* test can be seen in the following table.

**Table 4.5**

**Tabel Statistik Deskriptif**

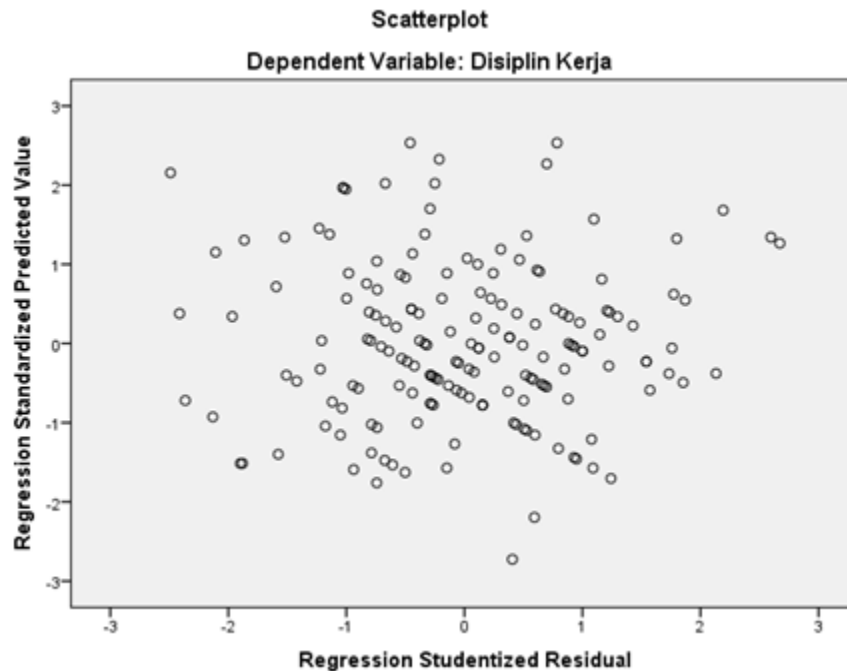
	N	Minimum	Maximum	Mean	Std. Deviation
Disiplin Kerja	171	1,83	5,00	3,3078	,62747
Kepuasan Kerja	171	2,63	5,00	4,1123	,42988
Komitmen Organisasi	171	2,60	5,00	3,8029	,47841
Valid N (listwise)	171				

Sumber: Data Primer yang diolah, 2018

Based on Table 4.5 obtained a significance value of  $0.200 > 0.05$ , which means that the distribution of data is normally distributed.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in the regression model *variance* inequalities occur from the residual one observation of the other. If the residual *variance* from one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. A good research regression model does not occur the heteroscedasticity.



**Graph 4.1: Heteroscedesticity Testing Graph**

Based on reliability testing in Figure 4.1, it can be seen that the observation plot against residuals spread randomly so that the assumption that the error variance in homogeneity is fulfilled or heteroscedesticity does not occur.

**Multicollinearity Test**

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). Multicollinearity test is done by looking at the VIF value. If the VIF value is <10, there is no problem with multicollinearity. The result of the calculation of data obtained by the VIF value as follows:

**Tabel 4.6**  
**Uji Multikolinieritas**

Variabel	VIF	Keterangan
Kepuasan kerja	1,932	Tidak terjadi gejala multikolonieritas
Komitmen Organisations	1,932	Tidak terjadi gejala multikolonieritas

Sumber: Data Diolah 2018

Based on the results of multicollinearity test in table 4.6 showed that all the values of *Variance Inflation Factor* (VIF) are less than 10, so it can be concluded that there are no symptoms of multicollinearity, namely correlation between independent variables.

**HYPOTHESIS TESTING RESULTS**

**Hypothesis Testing Results Substructure I**

To test the hypothesis substructure I can be seen the results of statistical tests based on data processing using SPSS as presented in Table 4.7 below.

**Tabel 4.7**  
**Hasil Uji Determinasi Substruktur I**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.694 <sup>a</sup>	0.482	0.479	0.345

Based on the table above, it shows that the R-Square value is 0.482 or 48.2%. This proves that the work satisfaction variable is able to explain the variable organizational commitment of 48.2%, while the rest is explained by other variables not included in this study.

To see the effect of exogenous variables both directly and indirectly on endogenous variables partially and simultaneously, this study uses path analysis (path analysis). For the results of the regression analysis the effect of work satisfaction on organizational commitment can be seen in Table 4.8 below.

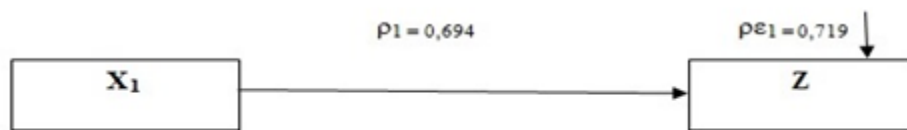
**Tabel 4.8**  
**Coefficients Substruktur I**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,625	,255		2,453	,015
	Kepuasan Kerja	,773	,062	,694	12,547	,000

The regression results in table 4.8 shows that the direct affect of independent variables is big on the dependent variable. The interpretation of the regression model is if the regression coefficient

of the work satisfaction variable is 0.694. This number indicates the organizational commitment will increase by 69.4% if work satisfaction is increased by 100%. It means, work satisfaction has a positive influence on organizational commitment with a path coefficient value of 0.694.

The amount of the residual coefficient ( $\epsilon_1$ ) is  $\epsilon_1 = \sqrt{1-R^2} = \sqrt{1-0,482} = 0,719$ . So that, the model of substructure I equation is obtained, i.e  $Z = 0.694X + 0.719\epsilon_1$ . Based on the results of the previous regression analysis, the path values obtained are as follows



Gambar 4.2 Model Jalur 1

Based on Table 4.8 the result of the hypothesis test is obtained from the substructure I equation. The results of the first hypothesis test are as follows.

a. Second Hypothesis

The second hypothesis is used to test the effect of the woork satisfaction variable on organizational commitment partially. The result of this hypothesis test is the variable of work satisfaction partially affects the organizational commitment. This conclusion is obtained from the significance values in Table 4.8 of 0,000 which is smaller than the alpha value of 0.05. Table 4.7 shows that the R-Square value is 0.482 or 48.2%. It means, the variable of work satisfaction is able to explain the organizational commitment variable of 48.2%, while the rest is explained by other variables.

**Hypothesis Testing Result Substructure II**

To test the hypothesis substructure II can be seen from the results of statistical tests based on processing data using SPSS as presented in Table 4.9 below

**Tabel 4.9**  
**Hasil Uji Determinasi Substruktur II**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.759 <sup>a</sup>	0.576	0.589	0.410

Table 4.9 shows that the R-Square value is 0.576 or 57.6%. It shows the variable of work satisfaction and organizational commitment is able to explain the work discipline variables of 57.6%, while the rest is explained by other variables.

This study used path analysis to see the effect of exogenous variables both directly and indirectly on endogenous variables partially and simultaneously. For the regression analysis results of the work satisfaction effect and organizational commitment which is able to explain the variables of work discipline can be seen in Table 4.10 below.

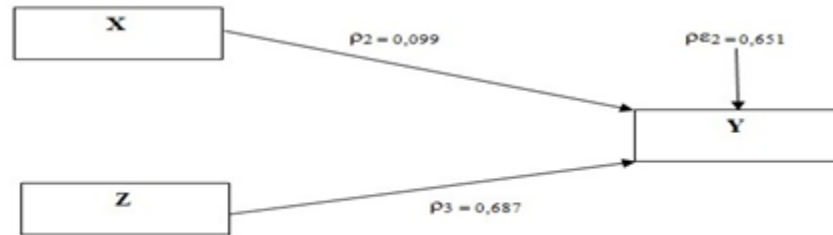
**Tabel 4.10**  
**Coefficients Substruktur II**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.714	.308		-2,314	.022
Kepuasan Kerja	.145	.102	.099	1,421	.157
Komitmen Organisasi	.901	.092	.687	9,841	.000

The regression results in Table 4.10 shows the direct effect of independent variables on the dependent variable. The interpretations of the regression model are as follows:

1. The regression coefficient of the work satisfaction variable is 0.09. This number indicates the work discipline will increase by 9.9% if work satisfaction is increased by 100%. It means, work satisfaction has a positive influence on work discipline with a path coefficient value of 0.099.
2. The regression coefficient of the organizational commitment variable is 0.687. This number indicates the work discipline will increase by 68.7% if the organizational commitment is increased by 100%. So, the organizational commitment has a positive influence on work discipline with a path coefficient value of 0.687.

The amount of the residual coefficient is  $\epsilon_2 = \sqrt{1-R^2} = \sqrt{1-0,576} = 0,651$ . Thus, the model of substructure equation I is obtained, i.e  $Y = 0.099X + 0.687Z + 0.651\epsilon_2$ . Based on the results of the previous regression analysis, the obtained path values are as figure below:



Gambar 4.3 Model Jalur 2

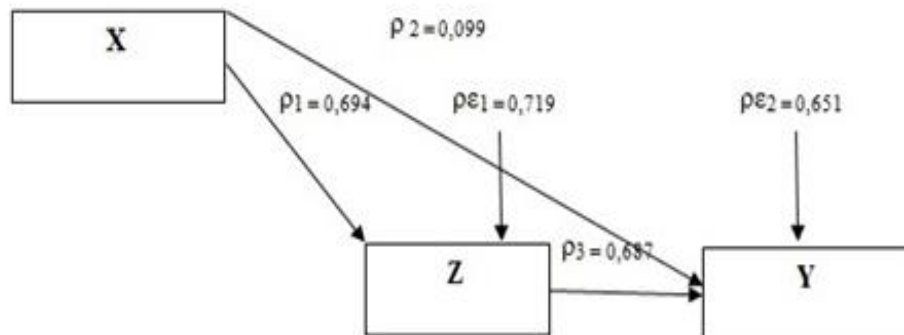
Based on Table 4.9 and Table 4.10, the results of the hypothesis testing sub-structure equation II are obtained. The results of testing the hypothesis are as follows

b. Third Hypothesis

The third hypothesis is used to test the effect of the variable of work satisfaction on work discipline partially. The result of this hypothesis testing is the variable of work satisfaction does not affect the work discipline partially, this conclusion is obtained from the significance values in Table 4.10 of 0.157 which is greater than the alpha value of 0.05.

c. Fourth Hypothesis

The fourth hypothesis is used to test the effect of variable organizational commitment on work discipline partially. The result of this hypothesis testing is the organizational commitment variable partially influences the work discipline. This conclusion is obtained from the significance values in Table 4.10 of 0,000 which is smaller than the alpha value of 0.05.

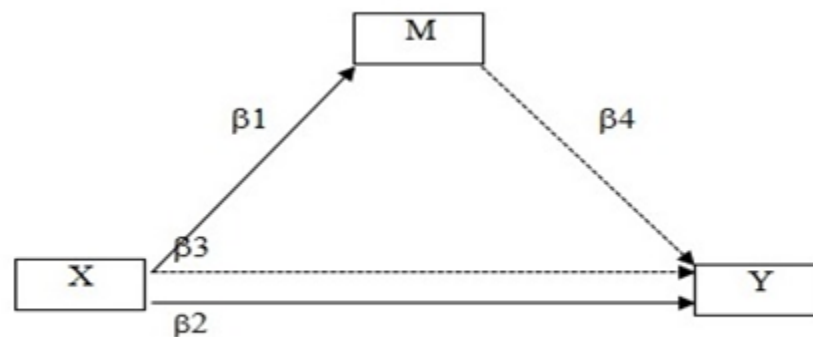


Gambar 4.4 Model Jalur Lengkap

### Mediation Test Results

The fifth test was conducted to see whether the organizational commitment mediated the effect of work satisfaction toward work discipline. The mediation test results can be seen from the correlation of the coefficients between the mediation models as presented in Figure 4.5 as below:

#### Eighth hypothesis



Gambar 4.4. Pengujian Efek Mediating

Based on Table 4.8 it can be seen that work satisfaction has an effect on organizational commitment, which means  $\beta_1$  is significant. Table 4.10 shows that work satisfaction has no effect on work discipline and advertising has an effect on work discipline, which means  $\beta_2$ ,  $\beta_3$ , and  $\beta_4$  are significant. This shows that the organizational commitment variable mediates fully the effect of work satisfaction toward work discipline.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. Work discipline received an average value of 3.30 which indicated that the respondents' responses to work discipline were not good. Work satisfaction got an average value of 4.11 which indicated that the respondents' responses to work satisfaction were not good. The organizational commitment obtained a mean value of 3.80 which indicated that the respondent's responses to organizational commitment were good.
2. The work satisfaction partially had a significant effect on organizational commitment.
3. The work satisfaction partially had no significant effect on work discipline.
4. Organizational commitment partially had a significant effect on work discipline.
5. Organizational commitment mediated the effect of work satisfaction on work discipline.



### **Recommendations**

1. The teacher satisfaction of work generally has good value. But in an effort to improve the discipline of work, the teacher needs to increase the allowances that are considered insufficient and not in accordance with the responsibilities, the leader needs to give the praise for the results of the work that has been done.
2. In general, the commitment of teacher organizations has good value. However, there are some values that are still low and need to be improved by the school, because there are not many disturbing things if the teacher decides to leave and not many teachers feel better to be in one organization. The thing that must be maintained by the school is the feeling of teachers who are happy to spend their careers at school, feel difficult to leave school and the positive impact of the loyalty value.
3. The discipline of work generally has a poor value, but there is the lowest score that should be raised by the school, namely, the teacher feels that there is no consistency in giving sanctions to infringing teachers and the teacher does not hesitate to commit the infraction.

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